

**CITY OF BOULDER
CITY COUNCIL AGENDA ITEM**

MEETING DATE: November 13, 2007

AGENDA TITLE: Update on the Community Sustainability work plan and Community Dialogue Initiative.

PRESENTERS:

Frank Bruno, City Manager
Stephanie Grainger, Deputy City Manager
Jean Gatz, Community Sustainability Coordinator

EXECUTIVE SUMMARY:

This memo provides City Council with an update on the city's Community Sustainability efforts as well as progress on the community dialogue initiative.

In order to further council and the city's efforts to advance the philosophy of community sustainability and work to a shared vision, the City Manager established a high level staff team, the Sustainable City Leadership Committee (SCLC) and a .50 FTE fixed-term Sustainability Coordinator position.

One of the primary goals of these efforts is to ensure that community sustainability is integrated throughout the entire organization, in the provision of basic services as well as new initiatives and that it becomes part of the daily organizational culture. The efforts will concentrate on shifting the way the city is doing business in support of all three areas of community sustainability and 'pushing the envelope' in the development of creative and innovative programs and policies. As this thinking is institutionalized within the organization, it will result in changes externally, to the entire community.

Examples of how all three areas of community sustainability are being integrated into the decision-making and daily work of the organization include:

- The City / CU oversight group which originally formed to address code enforcement and alcohol issues has evolved to include a subcommittee on inclusiveness and diversity (SID). The oversight group was identified as a the proper model to address these important social sustainability goals;
- The economic vitality business incentive rebate criteria were revised from focusing only on social sustainability measures to include criteria on environmental goals and sustainable business types and practices;
- The solar tax rebate was implemented to encourage residents and businesses to install renewable energy systems. The program also includes funding for rehabilitating or installing renewable energy systems on affordable housing and site-based non-profit organizations, adding a social benefit to the program.

- The city's economic vitality efforts to work with Boulder's key industries to form "industry clusters" helps to not only grow the local economy but to advance sustainable industries and provide assistance to start-up or small businesses. The city sponsors Naturally Boulder which supports 900+ natural product companies and individuals. The cluster's mission is to solidify Boulder as the epicenter of the natural products industry and support nascent natural businesses to launch and stay in Boulder and to promote natural products created in Boulder through various activities. Efforts to develop and support other clusters are underway and may include: "active living" (includes outdoor recreation and bicycling activities, products and related industries), federal laboratories, biosciences, and computer technologies (e.g. software development and computer storage).

Many programs that advance the community sustainability goals are already in place throughout the organization. A list of current efforts that encompass the three areas of sustainability are described in Attachment A.

Efforts of the SCLC and Sustainability Coordinator will continue into 2008 with more inter-departmental training on community sustainability and inclusiveness as well as additional efforts including working with City Council to incorporate sustainability into the groundwork and decision-making of the council's new initiatives and implementing action items from the Social Sustainability Strategic Plan.

The first phase of the community dialogue initiative is fully underway which includes the community survey and the dialogue meetings (meetings in a box). There were over 30 meetings with a variety of different groups. We have received over 800 responses to the survey. The results of both of these efforts will be presented to City Council on January 8, 2008. A summary of the progress of the community dialogue is provided in Attachment B. The results of the first phase will direct how to approach additional outreach for phase two of the community dialogue. This may include 'community connector' meetings as originally proposed or other outreach methods specific to the topics of concern.

STAFF RECOMMENDATION:

Not applicable.

SUSTAINABILITY ASSESSMENT AND IMPACTS:

Education and training efforts that are underway are improving the integration of all three aspects of community sustainability (economic, environmental, and social) into all city projects and processes.

- **Economic:** The economic sustainability impact assessment tool helps staff consider the potential benefits or impacts to local businesses, employers and employees as well as develop outreach for input to local groups oriented to the economic health of the city (e.g. Chamber of Commerce, DMC/DBI/BID, Responsible Hospitality Group).
- **Environmental:** The environmental sustainability impact assessment tool helps staff consider all the environmental effects of an activity or decision. The tool also helps to identify stakeholders, groups and resources for use in effectively integrating environmental considerations and public concerns into decision-making.

- **Social:** Increasing the use of the social sustainability impact tool is improving efforts to assess impacts and benefits on diverse populations as well as identify new and innovative ways to improve engagement and public participation in the decision-making process in all city departments.

A copy of all three sustainability assessment tools is included in Attachment C.

The main purpose of the community dialogue is to conduct a public outreach effort with the entire community but with a special focus on under-represented residents, ensuring engagement of a broad spectrum of the community. Longer term benefits will be to develop relationships with people or groups who are typically not involved in city processes. More diverse representation on issues affecting residents will lead to more effective long term policy decisions.

OTHER IMPACTS:

- **Fiscal:** The budget for the .5 FTE is fixed term through 2008 with funding coming from the manager's "extraordinary personnel" contingency fund. The position through 2007 will cost approximately \$20,000 and for 2008, \$40,000.

\$100,000 was budgeted for the community dialogue (survey and meetings) in 2007. Approximately \$10,000 will be available for additional outreach in 2008 due to delaying the 'community connector' meetings (more in-depth topic specific meetings proposed as part of the initial community dialogue).

- **Staff time:** Training and coordination efforts throughout the organization will be within existing budgets and work plans.

BOARD AND COMMISSION FEEDBACK:

Staff will be working with boards and commissions to provide training on community sustainability.

PUBLIC FEEDBACK:

There was extensive public outreach and feedback in developing the Social Sustainability Strategic Plan. Many of the efforts described for community sustainability in 2007 and 2008 will build on this work.

The responses from the public in both the survey and the community dialogue meetings are being collected and will be presented to City Council on January 8, 2008.

BACKGROUND:

From the Boulder Valley Comprehensive Plan (BVCP) and the Social Sustainability Strategic Plan, the adopted Community Sustainability Policy is:

The city and county adopt the sustainability principles in policies 1.02 Principles of Environmental Sustainability, 1.03 Principles of Economic Sustainability, 1.04 Principles of Social Sustainability and 1.05 Community Engagement, to interpret and guide implementation of the Boulder Valley Comprehensive Plan.

The city and county recognize:

- The critical interrelationships among economic, social and environmental health;
- The way we produce, trade and consume impacts our ability to sustain natural resources;
- Social and cultural equity and diversity creates valuable human capital that contributes to the economy and environmental sustainability;
- Planned physical development has an impact on social conditions and should be considered in community planning; and
- The quality of environmental, economic and social health is built upon the full engagement and involvement of the community.

The city and county seek to maintain and enhance the livability, health and vitality of the Boulder Valley and the natural systems of which it is a part, now and in the long-term future.

The city and county seek to preserve choices for future generations and to anticipate and adapt to changing community needs and external influences.

In order to further Council and the city's efforts to advance the philosophy of community sustainability, earlier this year the City Manager established a Sustainable City Leadership Committee (SCLC) and a .50 FTE fixed-term Sustainability Coordinator position.

One of the primary goals of this effort is to ensure that community sustainability is integrated throughout the entire organization and that it becomes part of our daily organizational lives. The efforts will concentrate on shifting the way we are doing business in support of community sustainability and 'pushing the envelope' in the development of creative and innovative programs and policies regarding community sustainability. As the organization changes from within, the result of these efforts will permeate out into the community. Our focus on long term solutions and partnering within the community will mean improved long term quality of life for all the residents of Boulder and the Boulder Valley.

City Council has provided leadership in advancing the philosophy of community sustainability in adopting new plans and programs that address this goal (e.g. Social Sustainability Strategic Plan, Economic Vitality Program, BVCP Sustainability policies, Climate Action Plan.). These major efforts provide clear direction and include many action items to make progress in sustainability. Over the years, the city has developed many environmental, economic and social sustainability programs and projects that further community sustainability goals. The goals are achieved in many ways – through specific projects or programs that address social, economic and environmental issues as well as changes in the way the city provides services and engages the residents.

The list of existing programs and projects in Attachment A provides some examples of current programs that incorporate all three areas of community sustainability. This list is not intended to provide a comprehensive look at all the city's sustainability efforts, but to focus on those that City Council may not be as aware of and that cross all three areas – environmental, social and

economic sustainability. A more complete list of Council's accomplishments that include major sustainability efforts is included in the October 31 Weekly Information Packet item.

ANALYSIS & NEXT STEPS:

Community Sustainability Efforts

The community sustainability coordinator is responsible for coordinating the activities of the Council Community Sustainability Committee as well as the work done by department staff for the economic, environmental and social sustainability committees and in these goal areas.

Specific tasks for the remainder of 2007 include:

- Coordinating the community dialogue meetings, direction to the consultant and planning for the January City Council study session on the summary reports of findings from the community dialogue meetings and survey;
- Continuing the roll-out to the organization of the impact assessment tools for the three goal areas. This training focuses on all three areas of community sustainability, but will emphasize the city's efforts with the Social Sustainability Strategic Plan as well as incorporate elements of inclusiveness, diversity and ways to better serve those with disabilities;
- Working with human resources to revise job descriptions and training materials to incorporate meaningful sustainability language and resources so that newly hired employees have knowledge to further sustainability goals as well as expectations regarding their performance;
- Assisting with development of sustainability indicators for all three goal areas.

Activities for 2008 include:

- Continue training and assistance inter-departmentally to change decision-making around sustainability and diversity including boards and commissions;
- Work on additional community engagement and outreach as part of phase two of the community dialogue;
- Identify gaps in programs and policies to better integrate three areas of sustainability;
- Identify new items through the work of the SCLC;
- Work with Council to incorporate sustainability into the groundwork and decision-making of the council's new initiatives and objectives;
- Implement action items from the Social Sustainability Strategic Plan:
 - develop a Sustainability Handbook (educational tool to inform the city organization and community on the city's community sustainability initiative;
 - develop an outreach toolkit and web-based info for city organization (accessible tools and information on effective community outreach and engagement strategies and process for all residents);
- Provide education about sustainability both within the organization and with the public.

Community Dialogue Update

Over thirty community dialogue meetings were completed at the end of October. The consultants are working with staff to analyze and describe what was heard from residents who took part in the meetings. The survey was mailed to over 3,000 households in mid-October and approximately 500 CU students are being recruited to participate in the survey. At this time, approximately 700 responses have been received. The results of the community dialogue

“meetings in a box” and the community survey will be presented to City Council on January 15, 2008. A summary of the status of the dialogue meetings and the survey is included in Attachment B.

Approved By:

Frank W. Bruno
City Manager

ATTACHMENTS:

- A: Inventory of existing and new community sustainability efforts
- B: Brief summary of community dialogue status
- C: Sustainability Assessment Tools

ATTACHMENT A

As part of the larger conversation on Community Sustainability, it is important to highlight the programs, services and initiatives already underway that exemplify the principles of community sustainability. In an effort to be as comprehensive as possible without creating a laundry list of programs, the scope of this inventory includes only those programs and services that encompass all three community sustainability principles

These programs serve to further council's community sustainability goal by going beyond historical business practices to address environmental, social and economic issues thereby creating community strength and longevity. General questions about these programs can be directed to Jean Gatz, Community Sustainability Coordinator, via e-mail or (303) 441-4907 or Kara Mertz, Assistant to the City Manager, via e-mail or (303) 441-3153.

Community Sustainability

The city and county adopt the sustainability principles in policies 1.01-1.05 (Principles of Environmental, Economic and Social Sustainability and Community Engagement) to interpret and guide implementation of the Boulder Valley Comprehensive Plan.

The city and county recognize:

- a. The critical interrelationships among economic, social and environmental health;
- b. The way we produce, trade and consume impacts our ability to sustain natural resources;
- c. Social and cultural equity and diversity creates valuable human capital that contributes to the economy and environmental sustainability;
- d. Planned physical development has an impact on social conditions and should be considered in community planning; and
- e. The quality of environmental, economic and social health is built upon the full engagement and involvement of the community.

The city and county seek to maintain and enhance the livability, health and vitality of the Boulder Valley and the natural systems of which it is a part, now and in the long-term future. The city and county seek to preserve choices for future generations and to anticipate and adapt to changing community needs and external influences.

Principles of Social Sustainability

The city and county will promote a healthy, sustainable community by:

- a. Recognizing, respecting and valuing cultural and social diversity.
- b. Recognizing that social and cultural inequities create environmental and economic instability.
- c. Ensuring the basic health and safety needs of all residents are met.
- d. Providing infrastructure that will encourage culturally and socially diverse communities to both prosper within and connect to the larger community.

Principles of Environmental Sustainability

There are limits to the capacity of the biosphere to support the life of human beings at current levels of consumption and pollution. There are limits to the land and soil available for food production, to available water, to resources such as trees, fish and wildlife, to industrial resources like oil and metals, and to the ability of nature to absorb our waste. With this in mind, the city and county acknowledge the importance of natural capital, which can be kept at healthy levels for the long term only when we are able to do the following:

- a. Renewable resources should not be used faster than they are recharged or replenished by the environment.
- b. Non-renewable resources should be used with the greatest care and efficiency, and some of those should be used to develop renewable replacements.
- c. Waste should not be dumped into nature any faster than nature can absorb it.

Principles of Economic Sustainability

- a. The city and county will encourage a viable and balanced economic structure and employment base within the parameters of established land use, environmental and growth policies.
- b. The city and county recognize that a healthy, adaptable local economy is vital to the community's ability to provide a highly desirable quality of life, high levels of services and amenities.
- c. The city and county will promote a diverse and sustainable economy that supports the needs of all community members.
- d. The city and county will seek to ensure that current needs are met without compromising the ability of future generations to meet their needs, for the economy is a subsystem of the environment and depends upon the environment both as a source of raw material inputs and as a sink for waste outputs.

Community Engagement

The city and county recognize that the quality of environmental, economic and social health is built upon full involvement of the community. The city and county will recognize the rights of and encourage all community members to play a role in governmental decisions, especially those that affect their lives or property, through continual efforts to maintain and improve public communication and the open conduct of business. In addition, the city and county will continue to support programs and provide opportunities for public participation and neighborhood involvement. Efforts will be made to remove barriers to participation and involve community members not usually engaged in civic life. Increased emphasis will be placed on notification and engagement of the public in decisions involving large development proposals or major land use decisions that may have significant impact on, or benefits to the community.

Social Sustainability Strategic Plan

The Social Sustainability Strategic Plan was accepted by council in 2007. This strategic plan implements significant institutional changes to improve engagement and inclusion in city policies and programs including:

- Initiation of new community sustainability filters for all city projects that assess impacts on the community in the economic, environmental and social realms as well as an assessment tool that helps identify appropriate mitigation efforts.
- An expanded legislative agenda to include key social welfare issues.
- A new community dialogue process including both a community survey and non-traditional “meetings in-a-box” to reach populations that do not traditionally participate in city processes.
- Creation of new community sustainability language in the Boulder Valley Comprehensive Plan.

Business incentive rebates

The 2008 business incentive rebates administered by the economic vitality program now include criteria that measure a business’ contributions to community sustainability. The rebate criteria include parameters relating to median wage requirements, health insurance contributions, diversity and non-profit support, dependent care assistance, energy efficiency, recycling and transportation programs. The criteria can be found in their entirety at:

www.bouldercolorado.gov/index.php?option=com_content&task=view&id=5816&Itemid=2401.

Transit Village Area Plan

The Transit Village Area Plan (TVAP) lays out the land uses, future connections, design guidelines, and an implementation plan for a 160-acre area within a ¼ to a ½ mile distance from the future regional transit services approved as part of RTD’s FasTracks. The implementation of the Plan will include public private partnerships between the city, RTD, and property owners.

Economic, environmental, and social sustainability goals were adopted for the TVAP and are addressed in a variety of components. TVAP will further the city’s social sustainability goals by increasing affordable housing, expanding employment and transportation options for all members of the community, and enhancing the parks and civic spaces in the area. The Plan will further the city’s economic vitality goals by providing new opportunities for businesses, employment, and housing, and creating opportunities for public/ private partnerships. The TVAP effort promotes long-term environmental sustainability by encouraging a resource-efficient land use pattern with comprehensive transportation demand management strategies that encourage transit use, reduce vehicle miles traveled, and reduce energy consumption. Promotion of a green technology park, including a variety of green businesses, east of the railroad tracks is a key concept for environmental sustainability.

Rental housing occupancy requirements

Council amended the rental housing occupancy requirements and regulations related to the definition of “consanguinity” to include non-traditional family members including, among others, grandparents, great aunts/uncles and domestic partners. This helps support affordable housing, encourages economic and social sustainability and also helps decrease potential environmental impacts by allowing the sharing of resources between extended family members.

Boulder policing philosophy

The Boulder Police Department (BPD) has a policing philosophy of community involvement – working with the community to solve problems. All officers are trained in community problem

solving techniques; the department also uses an extensive network of citizen volunteers including members on the BPD Internal Affairs Review Panel and volunteers to assist with officer hiring. In addition, the BPD Adopt-a-site program specifically serves Boulder Housing Authority sites, has a Hispanic liaison officer in Community Services and dedicates resources to grant acquisition and support of the San Juan Del Centro Learning Center. BPD also has an officer liaison to work with Boulder County Mental Health and an officer liaison to the SafeHouse for domestic violence issues.

Restorative justice programs

The city participates in many restorative justice programs through the municipal court, community mediation services and with the CU Judicial Affairs program. These programs serve the community sustainability goal by helping address issues important to impacted businesses as well as many diverse populations in the city

Historic preservation program

The city's historic preservation program helps protect buildings and neighborhoods that help create a more sustainable community by minimizing waste that may result from a demolition, increasing the economic vitality of an area and preserving some of the social history of our community.

Affordable housing

In the past four years, over 500 permanently affordable housing units have been added to the community including emergency shelter beds, rental housing and homeownership opportunities. This represents significant progress on council's affordable housing goals as well as support for economic vitality and environmental sustainability by expanding the available housing stock and related alternative transportation options to employees working within the city of Boulder.

Reduced rate program

The Parks and Recreation department offers a reduced rate recreation center annual pass to low income households as well as to Boulder businesses. This helps support economic, environmental and social sustainability by providing a business incentive to private sector employees, providing access to recreation facilities for the under-served, and helping to decrease traffic impacts by providing recreation services near to where people work and live.

Trails accessible to people with disabilities

The Open Space and Mountain Parks (OSMP) department boasts one of the largest inventories of natural-surface trails accessible to people with disabilities. OSMP staff has developed a difficulty rating system for accessible trails and has advised national agencies on wheelchair accessibility issues relating to trails construction. This fosters economic development through tourism as well as social and environmental sustainability by opening our natural areas to a broad spectrum of the population.

Energy conservation to low income residents

The Housing and Human Services department and the Office of Environmental Affairs provides residential energy conservation services for low and moderate income households through Longs Peak Energy Conservation. This helps encourage environmental sustainability practices for low

and moderate income households while also enhancing the economic vitality of our community through reducing household utility expenditures.

Sustainability indicators

Several city departments including Planning and Development Services and the City Manager's Office have worked together to develop sustainability indicators, beginning with the environmental sustainability indicators that will be completed in early 2008. Staff is also developing economic and social sustainability indicators and completion of these will follow the environmental sustainability indicators.

Solar tax rebates

The city issues partial sales and use tax rebates on qualified photovoltaic and solar hot water systems. This allows a greater portion of the community to purchase solar power systems for their homes and businesses. This in turn, supports solar distribution and installation businesses in Boulder encouraging growth, retention and recruitment of companies deemed a "perfect fit" for Boulder. In the end, this also helps stabilize long-term electricity costs for Boulder residents and businesses.

Neighborhood and business Eco-Passes

The city works in cooperation with RTD to issue neighborhood Eco Passes and student Eco Passes as well as the downtown business Eco Pass program. The Eco Pass provides a cost-efficient method of transportation for students, workers, and the general public. The pass also encourages alternative mode use that results in less single-occupant vehicle trips in the city. This reduces air and other pollution and reduces demand on natural resources. The downtown business Eco Pass program reduces the demand for parking spaces that are expensive to build and maintain.

Skip-a-trip

The city's "Skip-a-trip" program allows businesses to avoid driving downtown to the Planning and Development Services center by allowing customers on line and fax access construction permit status reports, faxable and electronic filing of permits and mapping resources. This supports council's economic, environmental and social sustainability goals by making the city more business-friendly, alleviating congestion and idling in the downtown municipal campus, and by not requiring individuals to take off work, find child care, etc., when needing to do business with the city.

Attachment B

Community Dialogue Update November 2007

Council has identified the purpose of the community dialogue initiative as: *to become attuned to the opinions and needs of the community, including those who don't typically participate in city government, on a broad range of issues and to help identify the desires for the future "look and feel" of Boulder.* This first phase of the community dialogue initiative is comprised of two approaches and processes – a community survey and dialogue meetings (“meetings-in-a-box”). The results of the first phase will direct how to approach additional outreach for phase two of the community dialogue. This may include ‘community connector’ meetings as originally proposed or other outreach methods specific to the topics of concern.

This community dialogue effort is being presented to council as an incremental step toward connecting with those residents who are hard to reach or who don't typically participate in local government decision-making processes. The investment council has made in this year's community dialogue project under the city's community sustainability initiative emphasizes Boulder's intention to become a more inclusive community.

Staff has worked with the selected consultants for the community dialogue process on the following:

- scheduling and completing 25 meetings-in-a-box gather qualitative information from Boulder residents and focusing on populations typically under- represented in city public processes; and
- conducting a community survey for a quantitative assessment of community issues and opinions.

Both the survey and the community dialogues are geared to reach under-represented populations. Staff has contacted a variety of groups including non-English speaking residents and students for the meetings in a box. Also, both an English and Spanish version of the survey were mailed to each selected household.

Meetings in a Box

The meetings in a box are small, self-directed group meetings hosted by individuals, organizations, groups or businesses without elected officials, staff or facilitators present. These meetings are used to explore topics related to the beliefs, values and experiences of participants. Questions to participants focus on perceptions of the community, community values and desired future, for example:

- What you value most about life in Boulder?
- What is your vision for Boulder in 10 years?
- How would you prefer to get information from the city or be involved in discussion about city issues?

The groups participating include:
Center for People with Disabilities

Immigrant Integration
Safehouse Progressive Alliance for Nonviolence (SPAN)
City-manager appointed Immigrant Advisory Committee
Rocky Mountain Peace and Justice Center
Boulder Community Foundation
New Horizons Pre-school
Youth Opportunities Advisory Board (YOAB)
Watershed School
CU Students
Boulder Arts Alliance
The Dairy Center for the Arts
YWCA
Boulder Housing Partners
Boulder Community United
Boulder Chamber Small Business Development Center

Various other Boulder residents and employers have hosted meetings as well. Over 250 residents have participated in this process.

Community Survey

Questionnaire Development

The questionnaire was crafted with input from City Council and city staff. It was pilot tested by city staff members from various levels of the organization who were not involved in developing the questionnaire and would not necessarily have special knowledge about the topics included on the survey. After the questionnaire was finalized, it and the other survey materials (prenotification postcard and cover letter) were translated into Spanish by a local translation company. The protocol involved one staff translator translating the materials, and a second translator editing the translation. NRC then had a third independent translator review the English and Spanish versions, and make final edits to the Spanish materials.

Survey Administration

A total 3,015 households was selected to receive the survey. A mailing list based on the United States Postal Service address list was purchased with about 4,000 addresses from the residential zip codes serving Boulder. These 4,000 addresses were selected using systematic sampling, which is a procedure whereby a complete list of all possible items is culled until the appropriate amount of items is selected.

These addresses were then geocoded by the GIS division and each address assigned to one of the 9 planning subcommunities or determined to be outside the subcommunity boundaries. From the addresses determined to be within the 9 subcommunities, 3,015 were randomly selected to be included the study.

A total of three mailed contacts was had with each selected household:

1) A pre-notification announcement, informing the household members that they had been selected to participate in the community survey. The postcard message was in both English and Spanish. The postcard was mailed October 1.

2) On October 8, each selected household was mailed a survey containing a cover letter (signed by the mayor) enlisting participation. The packet also contained a postage paid return envelope to send the completed survey directly to NRC. An English and Spanish cover letter and questionnaire were included in each mailing.

3) A reminder letter and survey was mailed on October 15.

A total of 485 dorm students have been identified to participate in the study.

As of November 6, over 800 completed surveys have been received by NRC.

Community Sustainability Impact Assessment Tools

Council provided policy direction through the Community Sustainability Committee to develop community sustainability impact assessment tools to assess city initiatives, programs and policies.

The purpose of these tools is to provide:

1. Information on what those principles are and how to operationalize them (definitions, populations to consider, impacts – adverse and beneficial);
2. Key questions to aid and guide assessments; and
3. Consistency across the city regarding how terms are defined and how assessments are conducted.

Use of Impact and Benefit Assessment Tools: Council wishes to assess sustainability impacts of all city processes and policies, including:

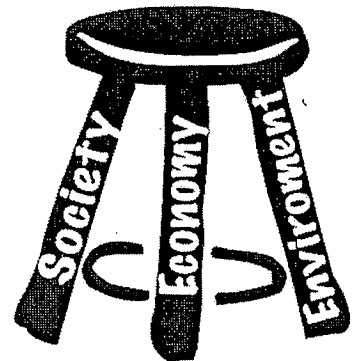
- City Council Agenda Items
- Council Weekly Information Items
- Business Plan
- Council Initiatives
- Boulder Valley Comp Plan (BVCP)
- Master Plans and Strategic Plans
- Capital Projects

These tools will be piloted with staff generated items and internal processes. Understanding the city is already highly regulated and processes are complex, the desire is to provide a framework that is not overly cumbersome, but provides meaningful information for Council, staff and the community. **These principles and key questions should be considered early in any process.** Responses to the eight key questions in each of the areas (social, environmental and economic) should be included in Council documents.

Boulder Valley Comprehensive Plan Community Sustainability Policy

The city and county adopt the sustainability principles in policies to interpret and guide the implementation of the Boulder Valley Comprehensive Plan. The city and county recognize:

- a) the critical interrelationships among economic, social and environmental health;
- b) the way we produce, trade and consume impacts our ability to sustain natural resources;
- c) social and cultural equity and diversity creates valuable human capital that contributes to the economy and environmental sustainability;
- d) planned physical development has an impact on social conditions and should be considered in community planning; and
- e) the quality of environmental, economic and social health is built upon the full engagement and involvement of the community.



The city and county seek to maintain and enhance the livability, health and vitality of the

Boulder Valley and the natural systems of which it is a part, now and in the long-term future.

The city and county seek to preserve choices for future generations and to anticipate and adapt to changing community needs and external influences.

See BVCP for policies 1.02 -1.05 Principles of Environmental, Economic and Social Sustainability and Community Engagement.

Social Sustainability Impact / Benefit Assessment Worksheet

Statement of Activity or Policy:

Main Rationale or Benefit of Activity or Policy:

Who and What: This matrix is for your use (not to be included in submitted documents) to help you consider and identify populations and types of impacts in order to address the eight key questions below. *Indicate all that could potentially apply, using a "+" to indicate benefit and a "-" to indicate adverse impact.* This chart assesses who to be attentive to in particular and what potential types of impacts to consider.

WHAT

WHO

	Health, safety, basic needs	Income	Housing	Employment	Displacement	Access to Services	Inconvenience	Transportation	Outreach	Other?
Seniors										
People with Disabilities										
People of Diverse Backgrounds, including Latino and other immigrants										
Workforce										
Low and Moderate Income										
Middle Income										
Children										
Youth										
Schools										
Neighborhoods										
Single Parent Households										
Other:										

Eight Key Social Impact/Benefit Questions

Social Impacts—Impacts and Benefits:

1. How will people benefit or be impacted?
2. Who/what will potentially benefit?
3. Who/what will be potentially adversely impacted?

Assessment Process:

6. What information was used to analyze impacts/benefits? (e.g., public meetings, surveys, census or other data, research, interviews)

Degree of Benefit/Impacts:

4. How many people potentially affected? (Quantify if possible or provide a general sense of number, e.g., few, some many)
5. What will be the degree of impact or benefit? (Quantify or provide a general sense of magnitude, e.g., minimal, moderate, substantial and historical trends)

Mitigation/Outreach/Engagement:

7. Describe efforts to communicate with and solicit input from the public, particularly those who may be impacted and those not always involved in public processes.
8. Describe efforts to mitigate negative impacts.

Social Sustainability Principles (from BVCP Policies 1.04 Social Sust. and 1.05 Comm. Engagement)

- Recognize, respect and value cultural and social diversity.
- Recognize social and cultural inequities create environmental and economic instability.
- Ensure the basic health and safety needs of all residents are met.
- Provide infrastructure that encourages culturally and socially diverse communities to prosper and connect to the larger community.
- Engage/involve the broad public, including those not always involved in public process and those who may be under-represented, under-participating, or under-served.

Sustainability Terms:

Engagement: The involvement of all sectors of the community in civic life and creating opportunities for those who are not typically represented to participate in civic life.

Social Sustainability: Supporting equity and diversity; meeting the basic needs of residents (food, shelter, safety, basic medical care); investment in human resources and capital (investment in employee training and development; skills, education, and experience of residents and employees).

Social Equity and Diversity: Participatory governance; deliberate; inclusionary processes; creating opportunity for all; considering and including the needs of all community members, including those who are low income or marginalized.

Human/Social Capital: People skills and abilities (education, training, knowledge); culture; health and well-being (physical and mental). Cohesiveness of community; common norms; resources of social institutions.

Populations to Consider Terms:

Seniors: People over the age of 60. Seniors may range widely in age, ability, needs, activity level, and preferences.

People with Disabilities: People with physical, emotional, cognitive and/or mental disabilities.

People of Diverse Backgrounds, including Latino and other immigrants: People of diverse ethnicities and cultures.

Workforce: People who are employed for pay, in a wide variety of jobs and fields, including, but not limited to workers in: service and retail, manufacturing, research, teaching, professionals, administration, etc.

Low and Moderate Income: Generally, those whose income is at or below the median income for the community, i.e., ranging from the federal poverty level (<\$18,000 for a family of 4) to very low income (<\$40,000 for a family of 3) to moderate income (<60,000 for a family of 3).

Middle Income: Those whose income is at or slightly above the median income, i.e., (about \$78,000 for a family of 3).

Children: Those 12 years and under.

Youth: Those ages 13 to 18.

Schools: Public or private educational institutions.

Neighborhoods: An area of the community generally defined by location.

Potential Impacts/Benefits Terms:

Health, safety, basic needs: Essentials necessary for survival, such as food, housing, health care, etc.

Housing: Shelter, lodging or accommodation provided in apartments, houses, or facilities.

Employment: Work, occupation, trade, business, profession, etc.

Displacement: Being put out of a usual place, such as a residence or neighborhood.

Access to Services: The way or means by which people are able to secure needed services and activities, such as transportation, shopping, health care, etc.

Inconvenience: Being difficult or complicated to access or use.

Transportation: The means of moving being between different locations, such as walking, biking, bus, train, driving.

Outreach: Making special or particular efforts to contact, involve or accommodate those who cannot, will not, or are not likely to use facilities, services or processes.

Environmental Sustainability Impact / Benefit Assessment Worksheet

Statement of Activity or Policy: _____

Main Rationale or Benefit of Activity or Policy: _____

What: This environmental assessment is a systematic process designed to identify, analyze, and evaluate the environmental effects of an activity. The aim of the process is to identify any foreseeable adverse impacts, and allows effective integration of environmental considerations and public concerns into decision-making. The following lists will help you consider and identify issues in order to address the eight key questions below.

Areas of Potential Benefit / Impact	Stakeholders, Groups, Resources	Opportunities
<p>Have you considered potential impacts to:</p> <ul style="list-style-type: none"> • Natural Areas or Features • Riparian Areas / Floodplains • Wetlands • Geology & Soils • Water Quality • Air Quality, both indoor and outdoor • Resource Conservation – resource use, energy, waste • Cultural & Historic Resources • Visual Quality • Services (water, sewer, recycling, waste removal) • Local business and industry • Environmental organizations • Local neighborhoods • Special populations (including low income, under-served, non-English speaking, etc.) • Other City Departments and programs <p>See also the Project Planning and Approval Process (PPAP) for the CEAP checklist and the 'General Conditions for Construction Projects' for additional information on the permitting process.</p>	<p>Staff Resources</p> <ul style="list-style-type: none"> • Office of Environmental Affairs (OEA) • water quality, water conservation • natural resources <ul style="list-style-type: none"> • OSMP • Parks & Recreation • Planning • Forestry • Go Boulder • Board resources <p>Have you reviewed your proposal/project with any of the following local organizations, if applicable? (For names of specific organizations, please contact OEA.)</p> <ul style="list-style-type: none"> • Environmental advocacy groups • Professional organizations • Non-profit organizations • Recreation advocacy groups • NGO's • Chamber of Commerce environmental sub-committee • Environmental Justice groups • Wildlife advocacy groups • Neighborhood groups <p>Are there any other outside experts who may be able to review your project for its environmental impacts/benefits?</p>	<p>How does the project:</p> <ul style="list-style-type: none"> • Incorporate cutting edge, innovative or creative approaches? • Strive to meet the goals of the Climate Action Plan? • Affect the Waste Reduction Master Plan? • Strive to meet the "Zero-Waste" resolution? • Affect departmental master plans? • Meet or exceed local, state and federal regulations? • What environmental best management practices (BMP's) have been researched or considered? Have other communities been contacted? • Strive to meet the city's green building goals? • What are the trade-offs among city policies and goals in the proposed project? (e.g. higher financial investment to gain better long-term services or fewer environmental impacts)
<p>The Boulder Valley Comprehensive Plan (BVCP) states that the city and county will seek to maintain and enhance the livability, health and vitality of the Boulder Valley and the natural systems of which it is a part, now and in the long-term future. Please reference the back of this page for a complete listing of the BVCP Environmental Sustainability Principles.</p>		

Eight Key Environmental Impacts / Benefit Questions

Environmental Impacts & Benefits:

1. What environmental resources will potentially benefit from this activity or policy?
2. Which resources will be adversely impacted?
3. Where are the resources located?
4. Has a cost/benefit analysis been done for this project?

Degree of Benefit / Impact:

5. What is the degree of impact or benefit? (Quantify or provide a general sense of magnitude, e.g., minimal, moderate, substantial)

Assessment of Process:

6. What information was used to analyze impacts / benefits? (e.g. public meetings/interest groups, technical assessments, experts, internal and external sources)

Mitigation / Opportunities:

7. Describe efforts to incorporate resource conservation and measures for environmental health into the project. Are there options you can identify that will pose possible mitigation efforts against project trade-offs?
8. Describe efforts to mitigate negative impacts.

Principles of Environmental Sustainability (from BVCP Policy 1.02 Environmental Sustainability)

There are limits to the capacity of the biosphere to support the life of human beings at current levels of consumption and pollution. There are limits to the land and soil available for food production, to available water, to resources such as trees, fish and wildlife, to industrial resources like oil and metals, and to the ability of nature to absorb our waste.

With this in mind, the city and county acknowledge the importance of natural capital, which can be kept at healthy levels for the long term only when we are able to do the following:

- a) Renewable resources should not be used faster than they are recharged or replenished by the environment.
- b) Non-renewable resources should be used with the greatest care and efficiency, and some of those should be used to develop renewable replacements.
- c) Waste should not be dumped into nature any faster than nature can absorb it.

Where to find more information on Policies and Programs

Climate Action Plan

In May 2002, the Boulder City Council passed Resolution 906, also known as the Kyoto Resolution, setting the goal of reducing community greenhouse gas emissions to seven percent below 1990 levels by 2012. The resolution stems from concerns about the potential negative impacts of climate change on the Rocky Mountain region and beyond and builds on environmental policies and goals adopted in the Boulder Valley Comprehensive Plan and the City Council's Environmental Goal.

As a result of this resolution, staff in the Office of Environmental Affairs was directed to develop an action plan to serve as a roadmap to Boulder's Kyoto goal. The overarching vision of the Plan is to develop a sustainable energy future for Boulder and Boulder County. Passed in June, 2006, the Climate Action Plan provides a framework to compare and analyze alternative strategies and policies, in order to facilitate Council's review and the decision-making process. The Plan includes baseline data and emissions reduction strategies for all sectors—commercial, industrial, residential, transportation, and solid waste. It also addresses city operations, water conservation and urban forestry. View the plan at:

http://www.bouldercolorado.gov/index.php?option=com_content&task=view&id=7698&Itemid=2844

Waste Reduction Master Plan

Adopted in Feb. 2006, the Master Plan for Waste Reduction creates a framework for making strategic decisions about waste reduction programs and funding.

http://www.bouldercolorado.gov/files/Environmental%20Affairs/Waste%20Reduction/mpwr-february_2006-web_version.pdf

"Zero-Waste" resolution

The city encourages the pursuit of Zero Waste as a long-term goal in order to eliminate waste and pollution in the manufacture, use, storage, and recycling of materials.

Green Building Goals

The Green Points Building Program encourages the use of cost-effective and sustainable remodeling and building methods and technologies that conserve energy, water and other natural resources. This code was adopted in 1996, and revised in 2001. Currently the code is under revision and revised information will be provided in the near future.

Economic Sustainability Impact / Benefit Assessment Worksheet

Statement of Activity or Policy: _____
 Main Rationale or Benefit of Activity or Policy: _____

Economic Impact / Benefit Matrix

What Impacted or Benefiting

**Who
Impacted or
Benefiting**

Use a +, -, 0 (no Impact) system	Revenue Growth	Development Costs including	Overhead Expenses	Access	Customer Impacts	Competition / Risk of Relocation	Parking	Employee Impacts	Procedures & Permitting
Business size (e.g. small businesses)									
Business (retail)									
Industrial									
Service									
Non-Profits									
University									
Federal Labs									
Other Gov't Agencies									
University Hill									
Downtown									
North Boulder									
28 th & 29 th Street									
Transit Village									
East Boulder									

Eight Key Economic Impact / Benefit Questions

Economic Impacts and Benefits:

- How will businesses benefit or be impacted?
- Who/what will potential benefit?
- Who/what will potentially be adversely impacted?

Degree of Benefit / Impact

- How many people / businesses potentially affected? (Quantify if possible or provide a general sense of number, e.g., few, some many)
- What will be the degree of impact or benefit? (Quantify or provide a general sense of magnitude, e.g., minimal, moderate, substantial and historical trends)

Assessment Process:

- What information was used to analyze impacts/benefits? (e.g., public meetings, surveys, census or other data, research, interviews)

Mitigation / Outreach / Engagement:

- Describe efforts to communicate with and solicit input from the public, particularly those who may be impacted and those not always involved in public processes. Specifically describe outreach to the following groups:
 - Chamber of commerce
 - DMC/DBI/BID
 - 29th Street
 - University Hill alliance / HUGID
 - Responsible Hospitality Group
 - Boulder Tomorrow
 - PLAN Boulder
 - Developers
 - Retail Association
 - Core Group
 - Non-Profits
 - Minority Own
- Describe efforts to mitigate negative impacts.

Economic Sustainability Principles

- A diverse economic base and tax system;
- Recognize, respect and value entrepreneurship;
- Recognize that all size businesses make valuable contributions to the economic vitality of Boulder;
- Provide and promote physical infrastructure including housing that encourages competitive and quality businesses;
- Healthy and safe work environments;
- Retention and attraction of valuable businesses and employees;
- Promote diverse retail that appeals to all economic levels;
- Maximize the economic relationship with the university and federal labs.

Populations to Consider – Terms:

- **Business Size**
 - **Businesses with less than 10 employees** – Sole proprietors, small businesses, home businesses. Often have small margins, limited benefits, may not use professional services like accountants, marketers, attorneys. Less aware of government regulations.
 - **Businesses with 10-50 employees** – Small businesses, growing businesses, local franchises. May have high turnover, high competition, decisions made elsewhere. Probably lease.
 - **Businesses with 50-200 employees** – Significant impact on the local economy. Usually provide benefits.
 - **Businesses with 200+ employees** – Big impact on the local economy. Provide benefits. May own building.
- **Business (Retail)** – establishments engaged in selling merchandise for personal or household consumption and rendering services incidental to the sale of the goods. Excludes eating and drinking establishments.
- **Restaurants** – Retail establishments selling prepared foods and drinks for consumption on the premises; and also lunch counters and refreshment stands selling prepared foods and drinks for immediate consumption.
- **Industrial** – Includes manufacturing, production, warehousing, and industrial office uses.
- **Service** – includes establishments primarily engaged in providing a wide variety of services for individuals, business and government establishments, and other organizations. Hotels and other lodging places; establishments providing personal, business, repair and amusement services; health, legal, engineering, and other professional services; educational institutions; membership organizations, and other miscellaneous services are included.
- **Non-Profits** – Incorporated as such. Always trying to limit overhead costs. Revenue challenges. Office space challenges.
- **University** – The University of Colorado at Boulder including its related facilities around town.
- **Federal Labs** – Institutions owned by the Federal Government and operating inside the city of Boulder. NIST, NOAA.
- **Other Government Agencies** – Boulder County, Boulder Valley School District, post Office, State Agencies, Special Districts (e.g. Northern Colorado Water Conservancy District).
- **University Hill** – geographic area and other property owners within 1 mile of the commercial district.
- **Downtown** – the geographic area contained in the Business Improvement District plus the city campus.
- **North Boulder** – The geographic retail north of Iris on Broadway.
- **Transit Village** – The geographic area surrounding the future Bus Rapid Transit (BRT) station and commuter rail station near Pearl and 30th.
- **East Boulder** – The commercial sector located east of 30th Street along Baseline, Arapahoe, and Pearl

Potential Impacts/Benefits Terms:

- **Revenue Growth** – the ability to increase revenues over a sustained period of time.
- **Development Costs Including Infrastructure** – The required costs including land acquisition, street and utility development, construction or renovation of the space, proximity to high speed and large volume data connections; permit costs, impact fees and excise taxes.
- **Overhead Expenses** – Fixed or variable costs associated with providing the business. Includes compensation, benefits, ongoing utilities, government regulations, machines and equipment.
- **Access** – How easily or difficult can the customer access the business.
- **Customer Impacts** – The convenience or inconvenience to the customer such that it will increase or deter patronage to the business. Provides a particular service to the community that is not widely found locally.
- **Competition/Risk of Relocation** – Businesses that offer similar service or goods. The portability of that business. The saturation or uniqueness of that business. The economies of scale associated with the business type. The quantity and quality of jobs.
- **Parking** – Consistency with land use requirements. Efforts related to demand management. Availability and best and highest use of land. Customer versus employee impacts.
- **Employee Impacts** – Wages, benefits, transportation, commute time, career opportunities, tenure, job growth or contraction. Access to services (e.g. food, gas, car care, retail).
- **Procedures & Permitting** – Cost of permits, impact fees and excise taxes. Time associated with acquiring the appropriate permits and the associated impacts for both business and community.

